

# **Elaborating a Gender Strategy for USAID/Morocco**

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# **Elaborating A Gender Strategy for USAID/Morocco**

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## LIST OF ABBREVIATIONS

APTE	Associations des Parents et Tuteurs des Eleves
AMPF	Association Marocaine de Planification Familiale
CBO	Community-Based Organization
CCT	Crosscutting Theme Team
EOC	Emergency Obstetrical Care
FP/MCH	Family Planning/Maternal and Child Health
GEA	Girls' Education Activity
GOM	Government of Morocco
G/WID	Office of Women in Development, Global Bureau
IMCI	Integrated Management of Childhood Illness
IR	Intermediate Result
MEG	Moroccan Education for Girls Project
MNE	Ministry of National Education
NGO	Non-Governmental Organization
PHC	Primary Health Care
SO	Strategic Objective
SpO	Special Objective
UES	Urban Environment Services
WIDTECH	Women in Development Technical Assistance Project
WRS	Water Resources Sustainability



## EXECUTIVE SUMMARY

In developing a proposed Country Strategic Plan for FY 1999-2005, USAID/Morocco devised an innovative mechanism of crosscutting themes to increase the impact of its development programs by building on synergies between the sectors. By focusing on common, crosscutting themes between its program sectors and adopting an approach of concentrating resources within a geographic region, the Mission is seeking to support the Government of Morocco's efforts at integrated planning within a context of decentralization while maximizing the impacts of USAID's resources-scarce and limited timeframe programs. The two crosscutting themes being developed by the Mission are **gender issues** and **private–public partnerships**.

While refining its new strategy, USAID/Morocco invited the Office of Women in Development (G/WID) to assist with development of the crosscutting theme of gender. A cross-sectoral Women in Development Technical Assistance (WIDTECH) team of three technical specialists visited USAID/Morocco for two weeks to carry out two tasks. The first task was to provide recommendations for improving gender integration into each of the Mission's Strategic Objectives (SOs) and Special Objectives (SpOs). The second task was to assist the Mission in elaborating a crosscutting strategy through development of a crosscutting theme results framework and identification of synergies between the SOs/SpOs that can be capitalized on through implementation of potential crosscutting activities.

### RECOMMENDATIONS FOR IMPROVING GENDER INTEGRATION IN SOs/SpOs

Gender analysis of the proposed strategy yielded recommendations for both program activities and the results frameworks themselves to ensure that programs better serve women. Recommendations regarding **Results Framework and Monitoring and Evaluation** include modifying Intermediate Results (IRs), their indicators, and accompanying text and indices.<sup>1</sup> Although detailed recommendations explicitly address each SO/SpO, they are clustered around the following themes:

- ? Refining IRs and indicators to explicitly include gender;
- ? Adding sub-indicators to explicitly track gender (through disaggregation);
- ? Adding gender to participation and policy matrices to ensure that gender is scored; and
- ? Targeting women in surveys designed to assess adoption rates.

Although **Program and Activity Recommendations** target opportunities within each SO/SpO, they embody the following themes:

- ? Designing outreach that specifically targets women;
- ? Carrying out targeted gender analyses to understand women and the constraints they face;

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<sup>1</sup> Only in the case of SpO 7 are recommendations made for modifying the indicator at the SpO level.

- ? Ensuring women's participation through formal institutional arrangements; and
- ? Revising reporting strategies on gender disaggregated data and gender-related activities.

## **SO 5: Increased Opportunities for Domestic and Regional Trade and Investment**

### *Results Framework and Monitoring and Evaluation Recommendations*

#### *Proposed revisions/additions to IR 5.1 indicator and sub-indicators:*

“Progress toward adoption, implementation, and public education about targeted reforms.”

- ? Number of outreach forums about policy reforms; and
- ? Percent of outreach forums targeting women in business.

#### *Proposed revision to IR 5.2:*

“Strengthened institutional capacity to foster private enterprise, including women-owned businesses.”

#### *Possible sub-indicators for IR 5.2:*

- ? Appropriate staff levels of women/men in support institutions to promote effective outreach to women- and men-owned businesses;
- ? Training of staff in support institutions on gender issues to promote effective outreach to women- and men-owned businesses;
- ? Number of women- and men-owned businesses served; and
- ? Measure of business growth for women- and men-owned businesses served (possible proxy: sales volume).

### *Program and Activity Recommendations*

Recommendations for enhancing gender integration in SO 5 programs and activities include:

1. **Identify programs that are currently conducting critical gender-related activities and ensure that they are fully reported on during the R4 process.** For example, Al-Amana has been providing more pre-loan assistance and training to female than male clients on formal financial and business processes (e.g., loan processes, contracts, investment, product quality, supplier credit) because they have less experience with these types of formal arrangements.

2. IR 5.2 targets strengthened capacity of support institutions to foster private enterprise development. The success of Al-Amana in Morocco has shown that microenterprises—including women’s microenterprises—represent a key source of potential private sector growth if they develop into growth-oriented small businesses. Provision of business support services will be a key factor in promoting this development. **Thus, we recommend that the SO 5 team take steps to improve the capacity of the targeted institutions in providing business support services for women-owned and -managed enterprises.**
3. A recent major activity of the SO 5 team has been the production of a *Guide Officielle de Formalité* that consolidates processes, requirements, and forms for small and medium-sized enterprises. **We recommend that the SO 5 team devise a strategy to disseminate the guide to both women-owned and men-owned businesses to ensure its maximum benefit and impact.**
4. As part of its process of identifying policy-related constraints to private sector expansion, the SO 5 team would benefit from specific inquiry into gender-differentiated constraints relating to policies, policy enforcement, and policy reform (e.g., trade liberalization, anti-corruption). **Thus, we recommend that the SO 5 team undertake targeted analyses of gender-differentiated constraints to private sector expansion in Morocco to inform its activities in policy reform.**

## SO 6: Improved Water Resources Management in the Souss-Massa River Basin

### *Results Framework and Monitoring and Evaluation Recommendations*

*Recommendation for refining the indicator (“Index of improved institutions and policies”) for IR 6.1, “Improved institutions and policies for water resources management in the Souss-Massa river basin”:*

- ? When the index of improved institutions and policies is compiled, a gender-specific issue should be added to the matrix: “Incorporation of gender concerns.”

*Recommendation for refining measurement of IR 6.2, “Dissemination and implementation of best practices in water management”:*

- ? Several potential indicators identified proposed by the SO 6 team range in orientation from the micro- to the macro-level. Women water users may face different constraints than men, including having less influence in decision making, less technical knowledge, and fewer resources to leverage. Measuring how well the project addresses and rectifies such constraints through equitable dissemination of information about and support that facilitates implementation of best practices requires that gender-sensitive methodologies be employed to measure the indicators that have been identified.

*Recommendation for refining the indicator (“Index of participation”) for IR 6.3, “Democratization accelerated through increased capacity for participation in resource management”:*

- ? The effectiveness of the index would be greatly strengthened by establishing a target percentage for the number of girls and women participating. A composite target percentage for females participating by the end of the activity could be developed. If more detail were desired, targets could be developed by sector and level of involvement at intervals throughout the activity.

### *Program and Activity Recommendations*

#### *Recommendations for Phase I:*

1. As part of the process to operationalize the river basin agency, outreach activities are likely to be undertaken to identify and incorporate private sector stakeholders that are to compose 5/12 of the river basin authority. **It is recommended that a component specifically targeting organizations that represent women’s interests be included to ensure that such organizations are formally represented in the river basin authority.**
2. Several analyses are identified as activities for Phase I, including a social analysis to determine appropriate allocation strategies and fee structures for irrigation, well-drilling permits, and municipal water supplies. Currently, little is known about women’s roles in agricultural, municipal, and industrial water use. **It is recommended that a gender analysis be undertaken in conjunction with the social analysis.**
3. Technical working groups will be convened to develop coordinated action plans in the most critical water management sectors. **Formalize the inclusion of organizations representing women’s interests by establishing a technical working group to examine policy issues related to women water users.**

#### *Recommendations for Phase II:*

4. The key objective of Phase II is to undertake pilot projects. **The technical working group representing women’s interests should conceptualize and implement at least two pilot projects, preferably in rural and urban sectors.** A rural project could focus on female-headed farms and an urban one on female-headed households.
5. One of the types of assistance identified is environmental and social impact assessments. **It would be useful to build the capacity of local organizations to conduct such assessments, and it is recommended that women be specifically targeted in assessment training in order to expand their skills.**

*Recommendation for Phase III:*

6. **An outreach program should be designed to specifically disseminate best practices to women—both within and outside of the Souss-Massa basin.** Avenues for dissemination could include the media, women’s centers, and schools.

## **SpO 7: Key Interventions Promote Sustainability of Population, Health, and Nutrition Programs**

### *Results Framework and Monitoring and Evaluation Recommendations*

*Recommendation for refining the Strategic Plan narrative:*

- ? The SpO 7 strategy has clearly moved beyond targeting women primarily as beneficiaries of services. The strategy recognizes the importance of active, bottom-up community participation, including involving women in planning and implementation, to ensure sustainability. However, a more complete discussion of the ways in which attention to gender issues contributes to sustainability would strengthen the strategy narrative. Similarly, the Results Framework and indicators could be strengthened by explicit attention to gender. Specific language for accomplishing this is proposed in the report.

*Recommendation for refining SpO indicator 7.0.3, “Improved policy environment supporting sustainability of reproductive and child health services”:*

- ? It would be useful (if feasible) to incorporate into the policy reform matrix relating to nongovernmental organizations (NGOs) a provision encouraging or including incentives to promote greater dialogue between the Ministry of Health (MOH) and NGOs on health policy and issues, particularly NGOs representing groups heretofore underrepresented, including women’s NGOs or other NGOs representing women’s interests. If such an approach is possible, the matrix should specify that this issue is included in the reforms sought and is tracked as part of the policy reform indicator.

*Recommendation for refining indicator 7.1.1, “Accurate and appropriate health and demographic data used for decision-making in pilot areas”:*

- ? The indicator statement is appropriate, but it also should incorporate relevant socio-cultural information that affects women’s use of services as well, to the extent possible. The indicator definition/description in the strategy (and also the R4) should briefly describe the type of data for which use is measured.

*Proposed sub-indicator for indicator 7.1.3, “Number of community health projects implemented with active participation of NGOs/CBOs in pilot areas”:*

- ? Percentage of the participating NGOs and community-based organizations that substantially involve women and promote their participation in planning and implementation.

*Proposed indicator for IR 7.2, “Access to private sector FP/MCH services increased nationwide”:*

- ? Indicator 7.2.3: Availability and use of fortified foods provided by the private sector:
  - a) Volume or value of private sector production; and
  - b) Volume or value of private sector sales.

### *Program and Activity Recommendations*

*Recommendations for enhancing gender integration in Sp O7 include:*

1. Initiatives undertaken and progress made with regard to gender issues and women's access to and use of services should be reported in the narrative for all relevant components of the program, and any issues or problems encountered and their resolution should be described. It is particularly important to relate such progress and/or issues to overall program impact, clearly showing how attention to gender (or lack thereof) affects results, and to describe any programmatic adjustments made to improve performance in that regard.
2. Because of the severe maternal mortality problem and the importance of ensuring a complete range of essential services in the Souss-Massa-Draa region in order to achieve the greatest possible impact and sustainability, we recommend that the safe motherhood/emergency obstetric care model developed and implemented in Fes be replicated in the Souss-Massa-Draa region.
3. Similarly, we recommend that the pilot Integrated Management of Childhood Illness Program be implemented throughout the Souss-Massa-Draa region, particularly in the rural areas.

## **SpO 8: Increased Attainment of Basic Education among Girls in Selected Rural Provinces**

### *Results Framework and Monitoring and Evaluation Recommendations*

*Recommendation for refining the indicator (Participation intensity level matrix) for IR 8.3, “Strengthened capacity and increased participation of girls’ education partners”:*

- ? Clearly articulate in the proposed participation intensity matrix of IR 8.3 the extent to which each type of partner represents women’s voices and interests. This can be done

through provision of brief qualitative and quantitative data that describe partners, their key interests, and the extent to which they represent input by women.

### *Program and Activity Recommendations*

1. **We recommend that the SpO 8 team seek ways to proactively increase the participation of women in the planning, management, and support of girls' education and/or improve the representation of women's interests among partners of girls' education.**
2. Partly as a result of SpO 8's explicit focus on girls' education, the team and its implementation partners have succeeded in integrating gender into the programs on a number of different levels, including policy reform, teacher training, and community-level interventions. Moreover, the Girls' Education Activity's approach to building strong and sustainable partnerships in the country in support of girls' education has been extremely successful and should be viewed as a potential model for the crosscutting theme and other SO/SpO teams. **We recommend that the Mission use SpO 8 program processes and activities as a source of best practices for gender integration and building partnerships.**

## DEVELOPING A CROSSCUTTING STRATEGY

In addition to building synergies among the four program areas themselves, the crosscutting themes under development draw upon other prominent features of the strategy, particularly the focus on community-level interventions. **In operationalizing its crosscutting strategy, we recommend that the Mission consider an approach that focuses on community-based organizations that are either gender-based or gender-integrated (depending on socio-cultural circumstances). This will provide an effective mechanism for both improving the participation of women and facilitating the formation of partnerships.** Specific and detailed language developing this concept for the crosscutting strategy narrative is supplied in the report.

USAID/Morocco's perhaps unprecedented development of a Results Framework for the crosscutting themes provided a sound foundation for further elaboration. The proposed framework is comprised of four objective-level indicators, and three IRs, each with two to three indicators. **Recommendations provided for the draft strategy include:**

- ? Identifying and elaborating the added value of a crosscutting theme strategy (specific language is offered in the report);
- ? Situating the crosscutting themes within the current favorable political and social contexts within the country (specific language is offered in the report); and

- ? Utilizing tools of gender integration as a way to build linkages between the IRs.

Specific suggestions for indicators on the SO and IR levels also are made.

To minimize double counting and other confusion that could result in reporting and management, we make recommendations on how to distinguish clearly between the activities under the CCT and similar activities under each Mission SO and SpO.

Twelve **illustrative activities for building synergies** between the SOs/SpOs and emphasizing the crosscutting themes are suggested. All of these illustrative activities:

- ? Build on synergies between the SOs/SpOs to enhance their program impact without compromising the mandates of the SOs/SpOs themselves;
- ? Will increase participation of women and girls in planning, decision-making, and implementation of development activities; and
- ? Are conceived within an overall context of promoting partnerships, including public–private partnerships.

Finally, four **recommended implementation approaches** for the crosscutting strategy are presented that underscore the importance of:

- Establishing a regional focus;
- Establishing a community focus;
- Working through local based NGOs; and
- Fostering communication and collaboration among all partners and teams.



## BACKGROUND

In April 1999, USAID/Morocco developed a proposed Country Strategic Plan for FY 1999-2005. In its new strategy, the Mission proposes an innovative mechanism of crosscutting themes intended to increase the impact of its development programs by building on synergies between sectors. By developing a focus on common, crosscutting themes between their program sectors and adopting an approach of concentrating resources within a geographic region, the Mission is seeking to support the Government of Morocco's efforts at integrated planning within a context of decentralization while maximizing the impacts of USAID's resource-scarce and limited timeframe programs. The two crosscutting themes being developed by the Mission are gender issues and private-public partnerships. During the strategy period, the Mission intends to emphasize these themes across all sectors of engagement as well as undertake specific activities that underscore these themes and build on synergies between the sectors.

While refining its new strategy, USAID/Morocco invited the Office of Women in Development (G/WID) to assist with development of the crosscutting theme of gender. A cross-sectoral Women in Development Technical Assistance (WIDTECH) team of three technical specialists visited USAID/Morocco for two weeks in October 1999 to carry out two tasks. The first task was to provide recommendations for improving gender integration into each of the Mission's Strategic Objectives (SOs) and Special Objectives (SpOs). The second task was to assist the Mission in elaborating a crosscutting strategy through development of a crosscutting theme results framework and identification of synergies between the SOs/SpOs that can be capitalized on through implementation of potential crosscutting activities.



## RECOMMENDATIONS FOR IMPROVING GENDER INTEGRATION IN SOs/SpOs

### SO 5: INCREASED OPPORTUNITIES FOR DOMESTIC AND REGIONAL TRADE AND INVESTMENT

USAID/Morocco's economic growth program in the new five-year strategy will focus on increasing productive investment by improving the competitiveness of businesses in domestic and international markets as well as through the creation and expansion of small businesses in the private sector. It is envisioned that, by the end of the strategy period, enterprises in Morocco will have benefited from:

- Fewer administrative and regulatory barriers to trade and investment;
- More efficient service delivery in support of private sector expansion through both public and private institutions; and
- Increased access to finance, particularly for micro and small enterprises.

Women play critical roles in Morocco's economy, particularly in micro and small enterprises. Women's businesses are a significant source of potential private sector growth. Careful attention to gender integration in SO 5 activities can promote effective growth of women-owned businesses and increase the impact of the economic growth program in all its focus areas during the five-year period.

### Results Framework and Monitoring and Evaluation Recommendations

**Intermediate Result (IR) 5.1: Improved policies for private sector expansion**  
**Indicator: Progress toward adoption and implementation of targeted reforms**

An explicit aim of IR 5.1 is the identification of policy-related constraints to private sector expansion and provision of assistance to reduce or eliminate such constraints. Although macroeconomic policies seem to be far removed from individual lives, they can have differential impacts on individual opportunities, including between women and men. These uneven impacts may stem from differential access to information about policies, uneven enforcement of policies, or differences in the degree to which a policy responds to needs of a particular group. For example, in a society like Morocco's in which women's and men's economic and social roles are distinctly defined, policies can be more responsive to the needs of one group over the other. In another example, those who enforce policies may abuse their position more in interactions with women, who are perceived as having lower social status than men.

In recognition of the ways in which a policy can affect individual lives in different ways, and based on the assumption that an individual's understanding of a policy increases the likelihood that he or she will benefit from that policy, the following revision to the IR 5.1 indicator is suggested, along with two sub-indicators for measurement:

Indicator: Progress toward adoption, implementation, and public education about targeted reforms

- ? Number of outreach forums about policy reforms; and
- ? Percentage of outreach forums targeting women in business.

**IR 5.2: Strengthened institutional capacity to foster private enterprise**

**Indicator: Progress toward strengthening targeted institutions**

As the experience of Al Amana has shown, women's microenterprises represent a significant potential source of private sector growth in Morocco. Thus, a key component of IR 5.2 is strengthening institutional capacity to support and foster women-owned and -managed businesses. Steps toward achieving this include:

1. Refining the language of IR 5.2 so that this is explicit:

“Strengthened institutional capacity to foster private enterprise, including women-owned businesses.”

2. Refining a set of indicators to track results for the IR. These may include:

**Process indicators:**

- Appropriate staff levels of women and men in support institutions to promote effective outreach to women- and men-owned businesses
- Training of staff in support institutions on gender issues to promote effective outreach to women- and men-owned businesses

**Impact indicators:**

- Number of women- and men-owned businesses served
- Measure of business growth for women- and men-owned businesses served (possible proxy: sales volume)

## Reporting, Program, and Activity Recommendations

### Reporting Gender-Disaggregated Data

1. *The SO 5 team should fully identify activities that are currently conducting critical gender-related activities and ensure that they are fully reported on during the R4 process.* For example, Al-Amana has collected critical gender-disaggregated data

beyond the standard data on the number of loans extended to women and men, including value of loans extended to women and men; number of loan groups composed of women, men, and mixed gender; and growth of female and male clients. Al-Amana also has been providing more pre-loan assistance and training to female than male clients on formal financial and business processes (e.g., loan processes, contracts, investment, product quality, supplier credit) because they have less experience with these types of formal arrangements. SO 5 should report on this critical activity of gender integration, which has already been undertaken by Al-Amana in recognition that it will safeguard the microfinance organization's investment in female clients, promote growth of women's businesses, and in turn increase the likelihood of repeat women borrowers.

## Women, Microenterprise, and Private Sector Growth

2. Microfinance initiatives fulfill a key development role by providing needed capital for small-scale entrepreneurs. However, provision of capital alone is often not enough to assist small-scale entrepreneurs in progressing to growth-oriented small business status. Women entrepreneurs are especially disadvantaged in small business development because they often lack the education and training needed to successfully develop their microenterprises beyond income-generation activities.

IR 5.2 targets strengthened capacity of support institutions to foster private enterprise development. The success of Al-Amana in Morocco has shown that microenterprises—including women's microenterprises—represent a key source of potential private sector growth if they develop into growth-oriented small businesses. Provision of business support services will be a key factor in promoting this development. **Thus, we recommend that the SO 5 team take steps to improve capacity of the targeted institutions in providing business support services for women-owned and women-managed enterprises.** This may include provision of market access information, provision of information on appropriate technology, facilitation of formulation of business plans, or assistance with attracting investment. Targeted institutions already identified by the SO 5 team that may be appropriate for this capacity building include the National Small Business Council and the Investment Promotion Agency.

3. A recent major activity of the SO 5 team has been the production of a *Guide Officielle de Formalité* that consolidates processes, requirements, and forms for small and medium-sized enterprises. **To maximize the benefit and impact of the guide, we recommend that the SO 5 team devise a strategy to disseminate the guide to both women- and men-owned businesses.**

## *Gender and Economic Policy Reform*

4. As part of its process of identifying policy-related constraints to private sector expansion, the SO 5 team would benefit from specific inquiry into gender-differentiated constraints relating to policies, policy enforcement, and policy reform (e.g., trade liberalization, anti-corruption). Increased understanding of these issues will assist the team in fostering the expansion of women-owned and -managed businesses and maximize SO 5 results by increasing opportunities for both women and men. For example, although trade policies often appear to be gender-neutral, changes in trade flows can have significantly different impacts on employment opportunities and conditions of work for women and men. Women's businesses also tend to have less opportunity to build strong export-import linkages because they are less integrated into the formal private sector community. Women in business may also face greater losses in an environment of widespread corruption, particularly in a society like Morocco, where women's social status is lower than men's.

**Thus, we recommend that the SO 5 team undertake targeted analyses of gender-differentiated constraints to private sector expansion in Morocco to inform its activities in policy reform.** Some work on this issue has recently been conducted in the country by Anne Balenghien at AMAPPE, and the SO 5 team should contact her directly for a copy of her report.

Under separate cover from this report, WIDTECH will provide the SO 5 team with a packet of key resources, including:

Beneria, Lourdes, and Amy Lind. (1995) "Engendering International Trade: Concepts, Policy, and Action," Gender, Science, and Development Programme Working Paper Series No. 5.

Lalonde, Anik, and Carole Houlihan. (1998) *Reader on Gender and Macroeconomics*. Paris: OECD DAC Working Party on Gender Equity.

Fontana, Marzia, Susan Joeques, and Rachel Masika. (1998) "Global Trade Expansion and Liberalisation: Gender Issues and Impacts," Brighton: BRIDGE, Institute of Development Studies.

Swamy, Anand, Steve Knack, Young Lee, and Omar Azfar. (1999) "Gender and Corruption," College Park, Maryland: IRIS Center, University of Maryland.

## SO 6: IMPROVED WATER RESOURCES MANAGEMENT IN THE SOUSS-MASSA RIVER BASIN

USAID/Morocco's environment and natural resources program will focus on integrated water resources management in the geographic unit of the Souss-Massa river basin. It is envisioned that improved management will be achieved through the promotion of integrated, local management through a cross-sectoral river basin agency that will increase the availability of water, increase economic returns from the dominant agricultural sector, and reduce inequities and social disruptions. Some activities from the previous environmental SO 2 will be carried over; in addition, many "lessons learned" from SO 2 will be incorporated into activities undertaken in the Souss-Massa basin.

It is likely that women count significantly among water users in the household sector and perhaps in agriculture. The results package for SO 6 reflects a philosophy of integrated water resource management that emphasizes the participation of all stakeholders from the macro- to the micro-level. In keeping with this philosophy, the framework addresses gender issues. The following considerations build on the strong foundation already laid out by making gender a more consistent and comprehensive feature of the indicators and potential program activities.

### Results Framework and Monitoring and Evaluation

The precise indicators identified to measure the performance indicator for the SO itself ("A participatory and technically competent river basin agency is effectively planning and managing the integrated use of water resources in the Souss-Massa River Basin") are strictly technical and do not articulate socio-economic concerns. A reliance on technical indicators at this level is fine and simply opens the door to include socio-economic (including gender) concerns at the more detailed levels.

As an aside, the precise indicators chosen ("Volume of non-conventional water and treated wastewater used" and "Water withdrawals in the Souss-Massa basin") are ambitious because they heavily rely on the critical assumptions identified in the Results Package. It is not clear whether the river basin authority will have the *de facto* authority to effectively regulate large powerful farmers, who, for example, may be responsible for a considerable percentage of water mining.

#### **IR 6.1: Improved institutions and policies for water resources management in the Souss-Massa river basin**

##### **Indicator: Index of improved institutions and policies**

The index of improved institutions and policies for water resources management currently identifies seven issues, the average score of which will constitute the unit of measurement for the indicator (as measured at four steps throughout the process). To ensure that gender is explicitly scored, we recommend that a gender-specific issue be added to the matrix: "Incorporation of gender concerns." Gender concerns related to the seven issues featured in the index are shown in Table 1.

**Table 1: Gender Concerns**

<b>Issues</b>	<b>Gender Concerns</b>
Creation of the river basin agency	Ensure that organizations representing women's voices are included in the 5/12 portion of the river basin agency that is composed of private sector bodies
Technical capacity to allocate and monitor water quantity and quality	No comments, unless the project will be instituting community-based environmental performance monitoring in which case women should be included in capacity-building exercises and monitoring activities
Institutions, procedures, and standards necessary to enforce water quality established and applied	No comments, unless the project will be instituting community-based environmental performance monitoring in which case women should be included in capacity-building exercises and monitoring activities
Procedures for reducing and/or reallocating water established	Ensure that on the micro-level women water users receive equitable allocations
Mechanisms for communication between sectors and agencies established and utilized	<b>Ensure that explicit mechanisms to include women's voices are established; this will require targeted outreach, capacity building, and monitoring components</b>
Mechanisms for public participation and communication established and utilized	<b>Ensure that explicit mechanisms to include women's voices are established; this will require targeted outreach, capacity building, and monitoring components</b>
Sustainable source of revenue to river basin agency established	Ensure the female users are not disproportionately burdened

Ensuring that mechanisms to include women's voices are established regarding communication and public participation are the most essential concerns.

**IR 6.2: Dissemination and implementation of best practices in water management**

**Indicator: Biophysical changes in targeted areas**

Actual interventions to disseminate and implement best practices will be developed by the river basin agency during implementation of Phase 1, but several potential indicators identified the range in orientation from the micro- to the macro-level. Women water users may face different constraints than men, including having less influence in decision making, less technical knowledge, and fewer resources to leverage. Measuring how well the project addresses and rectifies such constraints through equitable dissemination of information about and support that facilitates implementation of best practices requires that gender-sensitive methodologies be employed to measure the indicators that have been identified.

Two potential micro-level indicators mentioned ("use of sanitary practices" and "number of households with new water and sewerage services") lend themselves to gender analysis. For example, household surveys designed to assess adoption rates of sanitary behavior should target both men and women, and survey implementers should design a methodology that will ensure access to women. If men and women are interviewed, surveys may reveal differing adoption rates among the population, thereby allowing modifications in dissemination and implementation strategies to be made.



Similarly, it would be useful when assessing the precise indicator, “number of households with new water and sewerage services,” to disaggregate between male- and female-headed households to discern whether there are differences in access to such services by gender.

**IR 6.3: Democratization accelerated through increased capacity for participation in resource management**  
**Indicator: Index of participation**

This index is well conceived because it measures participation of associations by sector (agricultural, municipal, commercial, and educational) and level of involvement (decision making, design, and implementation). It explicitly addresses gender by tracking the percentage of female members in associations. As the accompanying text in the Results Package states, the index can be used to identify weaknesses that can be addressed by USAID interventions (e.g., through training in outreach or financial management). Currently, while the index is designed to track sectoral affiliations, number of participants, and number of participating girls and women for the associations, the accompanying text also states that no targets will be set. The effectiveness of the index would be greatly strengthened by establishing a target percentage for the number of girls and women participating. A composite target percentage for females participating by the end of the activity could be developed. If more detail were desired, targets could be developed by sector and level of involvement at intervals throughout the activity.

## Reporting, Program, and Activity Recommendations

### *Phase I*

Sound conceptualization and successful implementation of activities in the first phase are critical in laying the foundation for an effective project. Emphasizing gender concerns early on will help to ensure that they are incorporated throughout the implementation of the entire activity and that the project will result in an improved standard of living for women, their families, and their communities in the Souss-Massa basin.

*Outreach:* As part of the process to operationalize the river basin agency, outreach activities are likely to be undertaken to identify and incorporate private sector stakeholders that are to compose 5/12 of the river basin agency. It is recommended that a component specifically targeting organizations that represent women’s interests be included in order to ensure that such organizations are formally represented in the river basin agency. An outreach program would include two components:

- ? Sensitizing conventional stakeholders about the role of women water users and the need to include them; and
- ? Directly identifying, contacting, and ensuring the participation of women water users.

*Gender Analysis (technical assistance):* Several analyses are identified as activities for Phase I, including a social analysis to determine appropriate allocation strategies and fee structures for irrigation, well-drilling permits, and municipal water supplies. Currently, little is known about women's roles in agricultural, municipal, and industrial water use. It is recommended that a gender analysis be undertaken in conjunction with the social analysis. Key objectives of a gender analysis would include:

- ? Defining what constitutes households and farms run by women, and then identifying and counting them;
- ? Identifying constraints that women water users face; and
- ? Identifying women's perceptions of their needs and priorities.

*Technical Working Groups:* As envisioned, technical working groups will be convened to develop coordinated action plans in the most critical water management sectors. The inclusion of organizations representing women's interests could be formalized by establishing a technical working group to examine policy issues related to women water users. Potential members could include representatives from government, public utilities, and the array of organizations from the private sector, especially those that represent women's voices and interests.

## *Phase II*

*Pilot Projects:* The key objective of Phase II is to undertake pilot projects. The technical working group representing women's interests should conceptualize and implement at least two pilot projects, preferably in rural and urban sectors. A rural project could focus on female-headed farms and the urban one on female-headed households.

*Capacity Building in Environmental and Social Impact Assessments:* One type of assistance identified is environmental and social impact assessments. It would be useful to build the capacity of local organizations to conduct such assessments, and it is recommended that women be specifically targeted in assessment training so that they can expand their skills.<sup>2</sup>

## *Phase III*

*Targeted Dissemination (technical assistance):* An outreach program designed to disseminate best practices specifically to women—both within the Souss-Massa basin and without—is recommended. Avenues for dissemination could include the media (radio?), women's centers, and schools.

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<sup>2</sup> Since ideally such assessments will be conducted by the private sector and reviewed by the public sector, this activity would help strengthen public-private partnerships.

*Links with SO 2: Improved Water Resources Management in Agricultural, Urban, and Industrial Sectors*

Three activities were initiated under USAID's first environmental strategic objective in Morocco: Water Resources Sustainability (WRS), Urban Environment Services (UES), and the Tadla Resources Management Project. WRS and some aspects of UES will be continued under SO 6. Gender concerns could be integrated by:

- 7 Disaggregating gender data in any reporting on SO 2 activities. Such disaggregation could provide the basis for "lessons learned" that can be used as a resource by the Souss-Massa project, particularly for women's participation in erosion control and water user association activities; and
- 7 Including targeted capacity-building exercises into the proposed activity under WRS in which women in the Al Amal Association will separate and compost household wastes for mixture with sludge from the wastewater treatment plant.

WIDTECH will provide the SO 6 team with a resource packet, including the following relevant articles and materials:

- A list of publications regarding gender and water resources management compiled by IRC International Water and Sanitation Centre.
- UNDP. "Lebanon: Solid Waste Management." Gender Good Practice series. Last modified on August 13, 1999. [http://www.undp.org/gender/goodprac/lebanon\\_swm.html](http://www.undp.org/gender/goodprac/lebanon_swm.html).
- UNDP. "Women, Environment and Development in Arab Salim, South Lebanon." <http://www.un.org.lb/data/good/women/frametop.htm>
- Harrison, Denise. (1990). *Lessons Learned from an Experience in Community Development in Kasserine, Tunisia*. December. Prepared on a consultancy under the USAID Rural Potable Water Institutions Project No. 664-0337.
- Hopkins, Nicholas S. (1990). "Water-user Associations in Rural Central Tunisia." In Salem-Murdock, Muneera, and Michael Horowitz, eds. *Anthropology and Development in North Africa and the Middle East*. Boulder, Colorado: Westview Press. 360 pages.

**SPO 7: KEY INTERVENTIONS PROMOTE SUSTAINABILITY  
OF POPULATION, HEALTH AND NUTRITION PROGRAMS**

Activities under this Special Objective will help the Government of Morocco institutionalize a sustainable approach to reproductive and child health care. Thus, by the end of 2004, Moroccan women, children, and families will be assured of access to quality reproductive and child health care independent of USAID resources. The strategy assures that:

- ? Women will have access to a full range of contraceptive methods;
- ? In the public sector, the majority of contraceptive commodities will be funded by the Moroccan government;
- ? In pilot regions, models for preventive health will be established involving communities—particularly women—and a wide range of partners; and
- ? The private sector will assume a larger role in the delivery of reproductive and child health services.

### **Comments on Strategic Plan Narrative**

The SpO 7 strategy has clearly moved beyond targeting women primarily as beneficiaries of services and recognizes the importance of active, bottom-up community participation, including involving women in planning and implementation, to ensure sustainability. However, a more complete discussion of the ways in which attention to gender issues contributes to sustainability would strengthen the strategy narrative. Similarly, the Results Framework and indicators could be strengthened with explicit attention to gender.

Under Section 1.b, Problem Analysis, add to the section on broad priorities of the 1999-2004 strategy:

“Strengthening community participation, particularly by women, in determining, supporting, and promoting utilization of services.”

Under Section 1.c, Target/Customer Group, expand to emphasize the “bottom-up” focus. For example:

“In order to enhance access, use, and sustainability of services, the strategy emphasizes promotion of and support for a bottom-up approach to complement the GOM deconcentration initiative. This approach promotes increased community, NGO and private sector, and local government involvement in identifying needs and priorities and promoting and implementing preventive activities. It is especially important to ensure that women have an effective voice in determining health priorities and have access to services that respond to their needs. It is necessary to work closely with women to understand and address the barriers to access and use that pose grave health risks to women and their children, especially in rural areas.”

### **Results Framework and Monitoring and Evaluation**

The results framework would be stronger with a few additions to better reflect the new emphasis on greater participation and the increased importance of health interventions, in addition to the family planning component.

**SpO Indicator 7.0.3: Improved policy environment supporting sustainability of reproductive and child health services**

It would be useful, if feasible, to incorporate into the policy reform matrix relating to NGOs a provision encouraging or including incentives to promote greater dialogue on health policy and issues between the Ministry of Health and NGOs, particularly NGOs representing groups heretofore underrepresented, including women's NGOs or other NGOs representing women's interests. If such an approach is possible, the matrix should specify that this issue is included in the reforms sought and is tracked as part of the policy reform indicator.

**IR 7.1: Effective decentralized management of PHC services established on a pilot basis**

**Indicator 7.1.1: Accurate and appropriate health and demographic data used for decision-making in pilot areas**

The indicator statement is appropriate, but it also should incorporate relevant socio-cultural information that affects women's use of services as well, to the extent possible. The indicator definition/description in the strategy (and also the R4) should briefly describe the type of data for which use is measured. An example of the type of information that should be included to the extent possible is information on women's preferences and reasons for non-use of maternity services identified through the safe motherhood/EOC project.

**Indicator 7.1.3: Number of community health projects implemented with active participation of NGOs/CBOs in pilot areas**

This indicator should include a disaggregated sub-indicator:

- ? Percentage of participating NGOs/CBOs that substantially involve women and promote their participation in planning and implementation.

**IR 7.2: Access to private sector FP/MCH services increased nationwide**

Under IR 2, it would be useful to have a non-family planning indicator to better represent the diversity of private sector initiatives. For example:

- Indicator 7.2.3: Availability and use of fortified foods provided by the private sector
  - a) Volume or value of private sector production; and
  - b) Volume or value of private sector sales.

With regard to the narrative description of the Results Framework, the strategy's focus on gender issues could be highlighted, for example, by reiterating under the description of IR 1 that women's involvement is actively promoted, especially in the "black pockets" or areas of

unmet need, and that program activities will include identifying and addressing gender barriers that affect access to and use of services.

Under the description of IR 2, it would be useful to add, perhaps after the sentence which begins “To substantially increase the proportion of clients who use the private sector,” a statement indicating that as part of ensuring accessibility and quality of such services, providers are being sensitized to help them respond effectively to the needs of female clients, and thus enhance growth and sustainability of private sector services.

## Reporting, Program, and Activity Recommendations

### *Reporting on Gender-Disaggregated Data and Gender-Related Activities*

1. With regard to performance reporting in the R4s, it is important to follow through on the commitment to furthering women’s participation and addressing gender barriers, as described in the Strategic Plan (see recommendations for the Strategic Plan narrative and results framework, above). *Initiatives undertaken and progress made with regard to gender issues and women’s access to and use of services should be reported in the narrative for all relevant components of the program, and any issues or problems encountered and their resolution should be described.* It is particularly important to relate such progress or issues to overall program impact, clearly showing how attention to gender (or lack thereof) affects results, and to describe any programmatic adjustments made to improve performance in that regard. It is not sufficient to just track gender-disaggregated indicators; it is important to show that the indicator information is analyzed and used to assess progress and improve performance.

It is also important to note the impact on SpO 7 results of treating gender (and public–private partnerships) as a crosscutting theme, as well as the contributions of SpO 7 interventions to strengthening the crosscutting theme approach.

### *SpO 7 Programs in Souss-Massa-Draa*

2. *Because of the severe maternal mortality problem and the importance of ensuring a complete range of essential services in the Souss-Massa-Draa region in order to achieve the greatest possible impact and sustainability, it is very important that the safe motherhood/emergency obstetric care model developed and implemented in Fes be replicated in the Souss-Massa-Draa region.* Because of constraints faced by other donor agencies, it may be necessary for USAID to provide some additional support for replication in the Souss-Massa-Draa, although not on the scale of the Fes pilot program. USAID’s additional investment might best be focused on technical assistance and training (both clinical and sensitivity training to help providers serve women effectively and encourage increased use of maternity services), if other donors can support infrastructure and equipment costs.

3. *Similarly, it is important that the pilot Integrated Management of Childhood Illness (IMCI) Program be implemented throughout the Souss-Massa-Draa region, particularly in the rural areas.* The participatory focus on preventive care, including involving women in identifying problems and solutions, and promoting dialogue between communities and health services to address issues, is important in increasing service use and health impact. The IMCI approach will also contribute substantially toward advancing the crosscutting issues of gender/women's participation and public-private partnerships in the region. If necessary to ensure replication of this approach, USAID/Morocco should consider additional support to enhance both impact and sustainability, in collaboration with other donors.

### **SPO 8: INCREASED ATTAINMENT OF BASIC EDUCATION AMONG GIRLS IN SELECTED RURAL PROVINCES**

The education program of the new five-year strategy is focused on increasing girls' enrollment, retention, and attainment in primary education. By the conclusion of SpO8, USAID/Morocco will have developed a flexible model of integrated school, community, and policy interventions to improve girls' education (Morocco Education for Girls [MEG]), improved capacity at provincial and local levels to assist the Ministry of National Education (MNE) in decentralizing decision-making processes (MEG and Training for Development), and promoted formation of effective partnerships in support of girls' education (MEG and Girls' Education Activity [GEA]). Partly as a result of its mandate being focused on girls' education, the SpO8 team has done an excellent job in designing and implementing gender-integrated activities as well as reporting on gender-disaggregated data. Following are some brief suggestions for further improving gender integration in this program and a recommendation to utilize SpO8 activities as a source of best practices for gender integration in the Mission.

### **Results Framework and Monitoring and Evaluation**

**IR 8.3: Strengthened capacity and increased participation of girls' education partners**

**Indicator: Participation intensity level (matrix)**

The SpO8 team has revised its strategy in part to assist the MNE in its new strategy for rural education with a focus on the needs of local communities and strengthened partnerships with local communities, local government, and local NGOs to support schools and assume new responsibilities. However, most of these partners tend to be represented by men, highlighting a critical need to increase the participation of women in the management, planning, decision-making, and support processes for girls' education. To fully understand the gender dynamics of these processes, the team should seek to articulate clearly in the proposed participation intensity matrix of IR 8.3 the extent to which each type of partner represents women's voices and interests. This can be done through provision of brief qualitative and quantitative data

that describes partners, their key interests, and the extent to which they represent input by women.

### **Program and Activity Recommendations**

1. *In addition to integrating gender into the participation intensity matrix, it is critical that the SpO8 team seek ways to proactively increase the participation of women in the planning, management, and support of girls' education and improve representation of women's interests among partners of girls' education.* This may be most effectively tackled at the local level, by promoting women's participation in the Associations des Parents et Tuteurs des Eleves (APTE), or by assisting the APTE to understand the benefits of girls' education and actively assess the needs of girl students. Ongoing measures to develop the community component of the SpO8 program—including a focus on community partnership in MEG and the hiring of a community liaison officer for the Mission team—make this an ideal time to target issues of women's participation at the local level.
  
2. *Use SpO8 program processes and activities as a source of best practices for integrating gender and building partnerships.* Partly as a result of SpO8's explicit focus on girls' education, the team and its implementation partners have succeeded in integrating gender into the programs on a number of different levels, including policy reform, teacher training, and community-level interventions. Moreover, GEA's approach to building strong and sustainable partnerships in the country in support of girls' education has been extremely successful and should be viewed as a potential model for Mission efforts to implement a crosscutting strategy of gender integration and public-private partnerships. By fully assessing the processes and components of GEA's approach, documenting them, and sharing them internally within the Mission, other teams should be able to gather critical insights as they prepare to intensively pursue the promotion of more public-private partnerships. These best practices may also be shared externally, with fellow donors in Morocco or the larger USAID community.



## DEVELOPING A CROSSCUTTING STRATEGY

### BACKGROUND

Two themes are being developed as the Mission continues the elaboration of a crosscutting strategy: gender issues and private–public partnerships. In April, 1999, the Mission formed a Crosscutting Theme Team (CCT) to address development and implementation of these themes. The themes will be emphasized across all sectors of engagement during the strategy period. In addition to emphasizing these themes in the existing Mission portfolio, the crosscutting team proposes the following development objectives and set of contributing results. Significant progress toward achieving the CCT strategy will not only improve the lives of people in the region but will also build on and extend integrated and crosscutting approaches to development in Morocco.

### Value-Added Aspects of the CCT to USAID/Morocco

The overall purpose of the crosscutting theme approach is to increase the impact and sustainability of the entire USAID/Morocco program, particularly within the context of scarce Mission resources and the limited timeframes of the two SpOs.

In its new country strategy, the Mission has identified community-level interventions as a major priority, with a particular focus on rural areas and the Souss-Massa-Draa region. Key constraints to successful and sustainable community interventions include an underdeveloped civil society at the local level (because of recent historical circumstances in which formation of community associations was illegal) and lack of participation by women in existing local-level civil expression. To successfully promote the formation of private–public partnerships that benefit communities and improve representation of women’s voices in communities, the Mission needs to take steps to institute a local-level mechanism in targeted areas in order to contribute to development of a gender-integrated civil society.

Thus, the value added by the CCT strategy to all Mission SOs/SpOs is an approach that supports formation of community-based organizations (CBOs) that are either gender-integrated (active participation by men and women) or gender-based (separate but parallel men’s and women’s associations), depending upon the socio-cultural circumstances of a targeted area. This will implement a mechanism in targeted communities that will improve participation of women in development activities *as well as* lay the foundation for the formation of sustainable engagement by the community with a wide range of regional and national partners, including NGOs, private sector entities, and government.

*Gender.* Support for the formation of gender-integrated or gender-based CBOs in Souss-Massa-Draa communities in which multiple USAID-supported interventions are taking place or planned will increase women’s participation in planning and decision making and in implementation of development activities that will improve the quality of life for women, their families, and their communities. Through active participation in such associations,

women would identify their needs and plan and carry out activities to address their priority concerns, drawing on all available resources and services in relevant sectoral areas (e.g., health, income generation, formal and non-formal education, water/sanitation).

*Public-private partnerships.* Historical circumstances have significantly curtailed development of active civil expression in rural Moroccan communities and contributed to a deep sense of distrust by communities of any outsiders and particularly of government. To ensure the success and sustainability of increased engagement of partners in community development, it is critical that a locally based NGO which is trusted by the community play a key role of interfacing between the CBOs and other partners.

The innovative crosscutting approach proposed by USAID/Morocco to promote both gender integration and public-private partnerships will be an important complement to other Mission programs. It will:

- ? Contribute to closing the rural/urban development gap evident across sectors;
- ? Give people, particularly women, greater voice in determining needs and services, and thus improve service quality and use;
- ? Reinforce the Moroccan government's decentralization and deconcentration initiatives and encourage community and private sector participation; and
- ? Contribute to the sustainability of development initiatives in Morocco.

Further, this approach has the potential to become an effective model to increase impact and enhance sustainability at modest cost, an important consideration as development assistance programs are reduced in size and scope.

## SUGGESTIONS FOR A CROSSCUTTING THEME RESULTS FRAMEWORK AND MONITORING AND EVALUATION SYSTEM

### Outline of Results Framework

**Goal:** Improved quality of life in the Souss-Massa-Draa region (other donors included)

**Objective:** Increased use of quality services in the Souss-Massa-Draa region

*Proposed objective-level indicators:*

1. Number of households with improved water and sanitation (number and percentage of total male- and female-headed households in program area with services)
2. Boys'/girls' primary school retention rates

3.
  - a) Number of male and female borrowers of credit
  - b) Total monetary value of loans to men and women
  - c) Sales volume of male- and female-owned businesses
4. Couple years of protection (CYP) supplied by the public and private sectors in the program area

**IR 1: Increased participation of women/girls in planning, decision making, and implementation of development activities**

*Proposed IR 1 indicators:*

1. Number and percentage of program sites with active associations representing women's voices
2. Number and percentage of associations representing women's voices implementing activities (in more than one program sector)

**IR 2: NGOs, CBOs, and private sector more engaged in delivery of selected services**

*Proposed IR 2 indicators:*

1. Number of NGOs, CBOs, and private sector entities implementing local development activities, by sector
2. Percentage of NGOs, CBOs, and private sector entities, by sector, which (a) involve women in both planning and implementation; and (b) address women's needs
3. Community satisfaction with NGO, CBO, and private sector development activities, disaggregated by gender (note: assess through rapid appraisal techniques)

**IR 3: Increased capacity of local government to plan, manage, and deliver selected services**

*Proposed IR 3 indicators:*

1. Number of communities in which local government delivers selected services (by type—e.g., water, sewage, etc.)
2. Community satisfaction with local government service delivery (by type), disaggregated by gender

## Suggested Results Framework Narrative

### **IR 1: Increased participation of women/girls in planning, decision making, and implementation of development activities**

USAID/Morocco will target opportunities to increase the participation of women in decision-making processes and increase women's access to resources for their development. Improved integration of women into development activities across all of the Mission's Strategic Objectives will increase the impact and improve results of each of the resource-scarce SO/SpO teams.

Targeting improved integration of women in the new strategy also responds to recent demands by Moroccans to recognize women's contributions to social and economic development in the country. For example, a coalition of NGOs and human rights groups produced a comprehensive national Gender Plan of Action in May 1999 that the government has since adopted. In the first political speech of his reign, delivered in August 1999, King Mohammed VI identified the need to improve women's opportunities and integration of women into development as an urgent priority for the country: *“Comment atteindre le progres et la prospérité alors que les femmes, qui constituent la moitié de la société voient leurs intérêts bafoués . . . alors meme qu’elles ont atteint un niveau qui leur permet de rivaliser avec les hommes, que ce soit le domaine de la science ou de l’emploi?”*

Although the status of women in Morocco has improved considerably in the last few decades, much work still needs to be done. Rural women, in particular, lack adequate access to education, health services, credit, and legal services. For example, while the total female illiteracy rate is 67 percent, the rate for rural women is 89 percent. Health indicators for Moroccan women tell a sad story as well, despite great strides over the past 20 years. The maternal mortality rate remains quite high with 228 deaths per 100,000 births. Mortality of children under five also is high with 46 deaths per 1,000 births.

Women's roles, legal status, and participation in the political arena remain limited. Although there is no distinction between male and female citizens under Moroccan constitutional law, these rights are often contradicted by the Code of Personal Status (Moudawana), which regulates the status of women in the family and is based on religious doctrine. Women are steadily increasing their participation in the formal labor market (although only 23 percent of women are in the urban labor force), and they also are running their own formal and informal businesses despite their disadvantages. Rural Moroccan women are the most disadvantaged segment of the country's population and are subject to greater socio-cultural constraints than urban women. Even though they are major contributors to agricultural production and livestock raising as well as working in the home, 55 percent of rural Moroccan women, ages 15 to 49, work for no monetary compensation, and their work is devalued since it is non-cash and non-market.

The CCT strategy will utilize gender analysis as a tool for better integrating women into the Mission's activities in order to increase the impact of its development efforts, which are

constrained by limited resources. SO/SpO teams will use the following guidelines in designing and implementing their activities:

- ? Women and girls should be explicitly targeted in program design as both participants and beneficiaries, with the aim of increasing women's voices in the planning of development activities and women's access to and use of resources.
- ? Although women and girls will be explicitly targeted, men and boys also will be targeted as appropriate.
- ? The focus on women and girls will not be limited to the "poorest of the poor." The focus also will be on women and girls of greater means when such an approach is strategically linked to the objective of increased use of quality services.
- ? Integration of gender into both qualitative and quantitative reporting, including routine gender-disaggregation of indicator data, will be practiced across all SOs/SpOs.

WIDTECH suggestions for refining the following Mission text on partnerships are identified by double-underlining.

## **IR 2: NGOs, CBOs, private sector more engaged in delivery of selected services**

"USAID/Morocco will actively test, encourage and promote a variety of partnerships within and across our sectors of engagement.

"According to several sectoral assessments, lack of local capacity is one of the primary constraints to successfully undertaking local development initiatives. Several mechanisms exist to build local capacity among partners (i.e., NGOs, local authorities, the private sector, local representatives of national ministries and financial institutions). Partnerships are one of the most effective mechanisms available to link the needs and concerns of communities to private sector interest, and to the decision-making and actions of elected and appointed officials. In its promotion of partnerships, the Mission also will seek to improve representation of women's voices and interests among the various partners, particularly at the local level of community participation.

"In addition, partnership arrangements provide one of the most effective means to broaden both the financial and technical resource pools for local development. Local and regional governments must develop physical and economic plans that take private investment decisions into account. The policy reform role of national government and the implementation of such reforms by local governments must leverage and add value to small- and medium-scale private investments. Access to credit by individuals and communities can extend the social and economic impacts of growth to poor or otherwise marginalized populations, including women and rural communities.

"Accomplishing the Government's plans to significantly increase the rate of economic growth and the development of social and environmental infrastructure will increasingly

depend upon partnerships and coordinated approaches between a myriad of public and private sector interests. The development of institutional structures, the delineation of responsibilities and procedures for bringing together all of these interests is crucial to the success of such partnerships.”

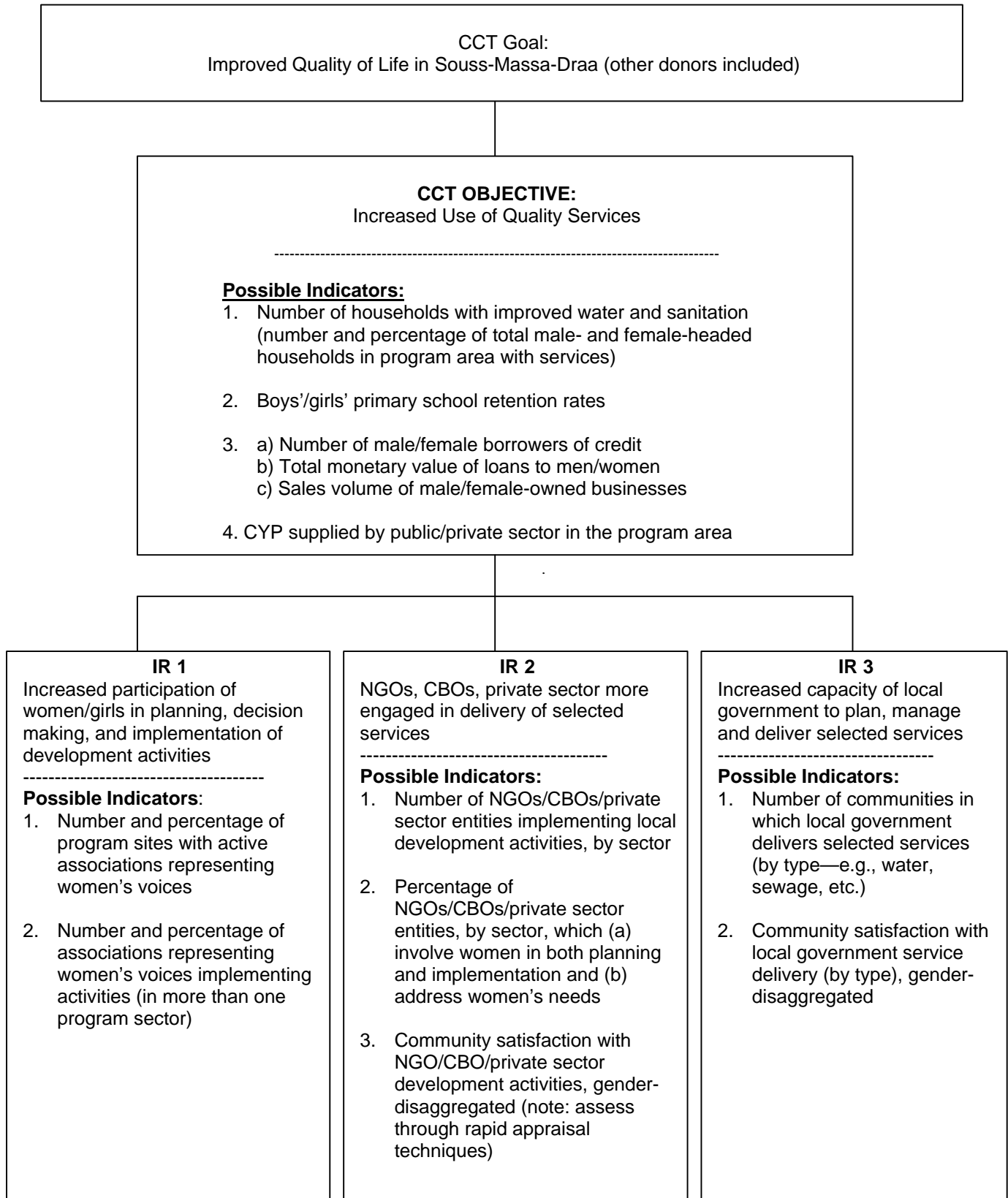
## Results Reporting Issues

In reporting results, it will be important to distinguish clearly between the activities under the CCT and similar activities under each Mission SO and SpO, to avoid double-counting as well as to minimize issues relating to management, budgeting, and contracts. We suggest two ways to avoid overlap between CCT activities and the Mission’s SOs and SpOs:

1. Implement all activities under the CCT through one or more agreements specific to the CCT (e.g., through a grant or other arrangement with one or more NGOs or other implementing organizations). The agreement(s) would focus on strengthening CBOs, promoting women’s participation, building partnerships, and strengthening local government capacity, all in order to ensure that quality services are delivered and used. Results of activities under such agreements would then be measured and reported using the CCT IR and objective-level indicators.
2. Alternatively, if it is not possible to implement CCT activities through such separate agreement(s) and they must be carried out through existing programs and mechanisms, then limit results measurement and reporting under the CCT framework only to sites in which activities under all three IRs are being implemented. For example, if gender-integrated or gender-based CBOs are active, NGOs/CBOs or private entities are undertaking local development activities, and local governments are delivering services, then these activities would be tracked using the CCT IR indicators, and impacts would be reported using the CCT objective-level indicators.

Until such time as all three IRs are under implementation in a given site, progress toward each IR could be reported under the CCT IR indicators (which do not duplicate indicators used by other SOs/SpOs and, thus, avoid double-counting), but results (e.g., improved water/sanitation, retention rates, CYP, credit, etc.) could be tracked under existing SO and SpO indicators for the respective sector. If this approach is used, it will be necessary to add an indicator at the objective level for the CCT identifying the number and percentage of program sites in which all three IRs are under implementation, and to explain the reporting system clearly in the text.

The narrative for both the strategy and subsequent R4s should clearly indicate how CCT activities relate to the overall Mission program. The narrative under each SO/SpO should indicate activities that relate to the CCT and contribute to and benefit from greater synergies, and explain how results are measured and reported. Similarly, the narrative for the CCT should emphasize how CCT activities affect other programs, and vice versa, and indicate how results are tracked.

**Figure 1: CCT Results Framework and Performance Monitoring Diagram**

## ILLUSTRATIVE ACTIVITIES FOR BUILDING SYNERGIES

The CCT is considering ways to enhance program impact by building synergies across the sectors through a focus on the crosscutting themes. However, there are some concerns among teams and partners that building synergies between SOs/SpOs may result in an SO/SpO team being drawn into activities that fall outside of its mandate and strategic focus. Although this is a legitimate concern, it is by no means insurmountable. Rather, it points out the need for the CCT to ensure that collaboration between teams on specific activities generate positive results for all partners and that team participation in cross-sectoral activities lies fully within their strategic mandate.

Following are 12 illustrative activities for building on synergies between the SO/SpO teams. Each of these illustrative activities:

- a) Build on synergies between the SOs/SpOs to enhance their program impact without compromising the mandates of the SOs/SpOs themselves and
- b) Will produce results of increased participation of women and girls in planning, decision-making, and implementation of development activities,
- c) Within an overall context of promoting partnerships, including public–private partnerships.

Our intention in providing these examples is to illustrate some of the ways in which synergies can be developed by focusing on the crosscutting themes. It is critical to bear in mind that these provide some guidelines and examples and that the CCT will need to go through a process of identifying communities, needs, and strategies in order to define precise, appropriate synergistic activities. Table 2 identifies the sectors that the potential activities incorporate.

1. *Support CBOs in undertaking income-generation projects for community benefit in education, health, and water-related issues.* For example, a CBO can organize to take out a loan to engage in a for-profit project, share labor investments in the project, and utilize profits to improve school infrastructure, construct standpipes, etc. (Potential partners: CBOs, Al Amana and/or banks, health officials, education officials, river basin agency.)
2. *Support CBOs in undertaking income-generation projects for individual benefit.* Building on a potential activity under the Water Resources Sustainability Project, women's groups could be formed that would engage in production of fertilizer composted from organic household solid waste (and mixing with sludge from wastewater treatment facilities, where applicable). Such fertilizer could be used as an input to household production or sold to greenhouses. (Potential partners: CBOs, wastewater treatment plant.)
3. *Promote provision of integrated non-formal family literacy (women, men, and unschooled youth) and health education programs to CBOs.* For example, Helen Keller International is successfully providing these types of integrated programs to women and girls in the Souss-Massa-Draa region. (Potential partners: CBOs, education and health NGOs, government officials.)



4. *Promote provision of training, education, and capacity building to CBOs on links between sanitation, water management, and health.* One of the purposes of training and education is to create demand for better services (i.e., the provision of potable water and sewerage services) and the purpose of capacity building is to catalyze the CBOs into taking action (e.g., organizing an effort to build a water supply system). (Potential partners: CBOs, environmental and health NGOs, river basin authority.)
5. *Promote provision of business support services, including assistance in water management issues, to microentrepreneurs, small businesses, and smallholder farmers.* (Potential partners: CBOs, National Small Business Council, Al Amana, river basin authority.)
6. *Facilitate creation of improved environment and incentives to support placement and retention of female teachers and medical personnel in rural areas.* For example, concerns of the female teachers' or medical personnel's parents could be alleviated if CBOs organize to provide housing for female staff with local families and build partnerships with local businesses to raise funds to facilitate regular visits/communications home by the female staff. In return, for example, the female teachers could offer adult literacy to the communities, and health personnel could offer health education. (Potential partners: CBOs, local businesses, education and health officials.)
7. *Facilitate partnerships to support the formation of peer education groups for adolescent youths in peri-urban communities to address reproductive health, AIDS, education, and water and natural resource management issues.* For example, the Association Marocaine de Planification Familiale (AMPF) in Fes provides a successful model that could be replicated and diversified by expanding activities beyond the scope of health. (Potential partners: CBOs, businesses, health NGOs and officials, education NGOs and officials, natural resources management NGOs and officials.)
8. *Build the capacity of women's associations to undertake integrated education and communication activities relating to family planning, safe motherhood/use of maternity services, child health (using the integrated, community-based IMCI approach) and improved nutrition, including the use of micronutrient-fortified foods.* Such activities could be provided in conjunction with literacy training—that is, incorporated into the subject matter—or could be made complementary to activities in response to other needs, such as water/sanitation and income-generating activities. (Potential partners: women's associations, NGOs, public health personnel.)
9. *Promote education partnerships that disseminate nutrition education (including use of fortified foods) through the school system.* (Potential partners: APTE, NGOs, public health personnel, teachers.)
10. *Promote unconventional microenterprise activities in rural areas, such as the direct sale of fortified foods.* (Potential partners: CBOs, women's associations, private sector producers and distributors, credit institutions.)

11. *Promote partnerships that support activities for supplying water and adequate latrine facilities for both girls and boys to schools.* (Potential partners: APTE, NGOs, water user associations, regional rural water supply agency.)
12. *Promote partnerships that organize and support transportation to health facilities in medical emergency cases* (including but not limited to obstetric emergencies and covering all community residents, both adults and children). (Potential partnerships: CBOs, private taxi services.)

**Table 2: Potential CCT Activities and Their Sectoral Synergies**

<b>Suggested Programs and Activities</b>	<b>PHN</b>	<b>Educ</b>	<b>EG</b>	<b>ENR</b>
<i>Support CBOs in undertaking income-generation projects for community benefit in education, health, and/or water-related issues.</i>	X	X	X	X
<i>Support CBOs in undertaking income-generation projects for individual benefit.</i>			X	X
<i>Promote provision of integrated non-formal family literacy (women, men, and unschooled youth) and health education programs to CBOs.</i>	X	X		
<i>Promote provision of training, education, and capacity building to CBOs on links between sanitation, water management, and health.</i>	X	X		X
<i>Promote provision of business support services, including assistance in water management issues, to microentrepreneurs, small businesses, and smallholder farmers.</i>			X	X
<i>Facilitate creation of improved environment and incentives to support placement and retention of female teachers and medical personnel in rural areas.</i>	X	X		X
<i>Facilitate partnerships to support the formation of peer education groups for adolescent youths in peri-urban communities to address reproductive health, AIDS, education, and water and natural resource management issues.</i>	X	X		X
<i>Build the capacity of women's associations to undertake IEC activities relating to family planning, safe motherhood/use of maternity services, child health (using the integrated, community-based IMCI approach) and improved nutrition, including the use of micronutrient-fortified foods.</i>	X	X		
<i>Promote education partnerships that disseminate nutrition education (including use of fortified foods) through the school system.</i>	X	X		
<i>Promote unconventional microenterprise activities in rural areas, such as the direct sale of fortified foods.</i>	X		X	
<i>Promote partnerships that support activities for supplying water and adequate latrine facilities for both girls and boys to schools.</i>	X	X		X
<i>Promote partnerships that organize and support transportation to health facilities in medical emergency cases.</i>	X		X	

## SOME RECOMMENDED IMPLEMENTATION APPROACHES

### Regional Focus

Although USAID/Morocco will continue to work around the country, it will promote higher impact through geographic synergy by concentrating a substantial proportion of its resources on the Souss-Massa-Draa region. This region is selected because of its considerable geographic, social, ethnic, and economic diversity and because it represents many other areas of Morocco. For example, many of the issues confronting the Souss-Massa-Draa region are indeed national issues. The Souss-Massa-Draa region:

- ? Has among the highest rates of poverty and population growth;
- ? Faces an increasingly severe water shortage;
- ? Has a mix of rural, urban, and peri-urban areas and an equally diverse mix of large, medium, and small cities;
- ? Incorporates one of nine newly planned river basin agencies to manage water resources in the region; and
- ? Is an attraction for both domestic and international investors.

### Community Focus

In addition to focusing resources in the Souss-Massa-Draa region, the Mission could maximize program impacts by targeting clusters of communities within the region. One way to implement this would be to utilize the upcoming entry of the MEG project into the Souss-Massa-Draa region as an opportunity to identify target clusters of communities that would be amenable to CCT activities and cross-sectoral synergies.

For example, the SpO8 team and MEG project are planning a process of assessing communities in the Souss-Massa-Draa region to identify potential sites of implementation. This process is tentatively slated for January-June 2000. As a result of its reorganization, the MEG project will be making two key program changes that lend itself to building synergies within the CCT model: (a) it is developing a strong community component in its model and (b) it will focus efforts on *sectaires scolaires*, clusters of communities composed of a mother school and a set of satellite schools. Thus, during its process of identifying sites of implementation, MEG will be assessing *sectaires scolaires* in the Souss-Massa-Draa region to determine optimal candidates for the project.

We suggest that MEG's entry into the Souss-Massa-Draa region provides an excellent opportunity to assess clusters of communities as intervention sites from the CCT perspective.

Through the collaboration of a cross-sectoral team, clusters of communities could be assessed as potential candidates not only for education interventions but also for other sector interventions. By concentrating cross-sectoral interventions within clusters of communities, the Mission could optimize geographic synergy at strategic locations within the larger Souss-Massa-Draa region; at the same time, it also would avoid creating undue intervention burdens by targeting single communities.

### **Working through Local NGOs**

Formation, organization, or strengthening of CBOs would be implemented by one or more USAID-supported NGOs that are based locally in the target region. The NGOs would be responsible for initial assessments in the project areas, in collaboration with the Mission SO/SpO teams, and for provision of organizational and capacity-building support for the CBOs. They also would promote linkages with public and private resources and service providers (including but not limited to those supported by USAID) and with other community organizations (e.g., APTE, water users associations) and local government structures involved in development activities. It is expected that as the associations gain capacity and confidence, they will be able to seek resources and services independently and communicate the needs and opinions of their members and participate in community decision making.

### **Communication and Collaboration among All Partners and Teams**

Maintaining strong communication and consistent exchange of information is critical to building collaborative cross-sectoral relationships that build the foundation for a crosscutting strategy. USAID/Morocco has taken the initial step in strengthening these collaborative relationships within the Mission through the establishment of a crosscutting theme team, comprised of senior representatives of all the Mission SO and SpO teams. But building relations between partners of the sector teams is equally critical to success of a crosscutting approach, and efforts must be made to promote communication between projects of the different SO teams. To the extent feasible, contractors as well as Mission staff for each SO/SpO in the Souss-Massa-Draa region should meet or otherwise communicate regularly to exchange information and promote joint action and synergies. New contracts under SOs/SpOs should incorporate such cross-sectoral collaboration to increase overall program impact. If possible, existing contracts could be similarly amended.

## GENERAL RECOMMENDATIONS FOR MANAGING GENDER

### A BRIEF GUIDE ON INTEGRATING GENDER IN MONITORING AND EVALUATION

by Mary Hill Rojas  
Environment Specialist, WIDTECH  
(reprinted with author's permission)

Following are some simple but effective ways to develop a gender-integrated monitoring and evaluation scheme:

1. Develop a brief sectoral plan for addressing gender issues including: (a) a rationale that answers the question, "Why do we need to pay attention to gender and women?"; (b) a definition of priority gender issues (e.g., land tenure, inclusion of women in meetings); (c) the technical assistance and training needed on gender issues; and (d) methods for monitoring and evaluation.
2. Integrate the plan throughout the narrative of the bilateral or regional program strategies.
3. Make sure the gender issues are explicitly covered in the monitoring and evaluation schemes of the bilateral and regional programs and, in general, insist on disaggregating data by sex. Determine any additional special monitoring and evaluation needed that would be specifically targeted to gender.
4. Keep the daily monitoring and evaluation simple. Except with special studies, complex systems overwhelm and often are not needed. For example, when a community meeting with village leaders is held, note the gender of the participants in a journal. Better yet, have a community member do this monitoring. If there are no women, ask where you can meet with women leaders. Ask yourself how you are defining "meeting" and "leader." Women both "meet" and "lead" so your definition must be biased if you are attracting only men. This kind of simple assessment both monitors (that is, keeps track of what is going on) and evaluates (assesses whether what is going on is effective or not).
5. Use conceptual tools to provide frameworks for formal or informal monitoring and evaluation. These also make good discussion tools for monitoring and evaluation workshops. The following are three such tools.

#### The Cornerstones of Gender Analysis

- *Gender relations:* Within the social unit of analysis (household, community, institution, farming system, etc.), ask about access and control over resources. For example, who has access to condoms and who controls their use; who has access to tree products and who controls their use; and who has access to education and who sets the education agenda?

- *Gender Roles, Rights, and Responsibilities:* Often the roles, rights, and responsibilities of women and men differ. If you target truck drivers for HIV/AIDS prevention, you are most likely targeting men. If you provide training during the hours women must tend children, you train men. Therefore, ask what is the division of labor between the sexes (e.g., men plant, women weed, men harvest, women cook the produce)? What rights do men have that women do not have and vice versa (e.g., a livestock project may target women but on the death of a husband the cows go to the male relatives, not to the widow)? What responsibilities (e.g., women pay school fees and are concerned with the health of the children)?
- *Socio-spatial Dynamics:* Mobility, displacement, migration, and the spatial location of human activity are commonly differentiated by gender. (Public spaces may be primarily male. Land close to the household may be primarily female. Women's space for mobility may be limited.)<sup>3</sup>

### Three Levels for Considering Gender

Very often we think of gender only within the context of field programs. However, of equal importance are institutional structures and policies. It is important to remember that there are *three levels for considering gender*:

- **Field Level:** For example, ask questions such as how are men and women included in programs and projects at a local level.
- **Institutional Level:** For example, ask questions about how responsive institutions (including the NGOs and donor agencies we work with) are to the men and women they are meant to serve. How do institutional structures include or exclude women within their programs and among their staff?
- **Policy Level:** For example, ask how responsive are policies to the men and women who will be affected by them. Who sets the policy agenda and what policy issues are of particular importance to women (e.g., land tenure)?

### An Integrated Approach for Gender

Often gender and issues of concern to women are thought of as a separate component of development projects, programs, and activities. Gender issues are seen as an “add on.” However, most development work is implemented within a framework of democratic principles, often through a community-based approach.

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<sup>3</sup> See Mary Picard, *A Guide to the Gender Dimension of Environment and Natural Resources Management*. USAID, (1996).

A simple framework for an integrated approach to gender recognizes that democratic initiatives by definition require representation by the people involved. Community participation is one way to achieve representation. One tool for understanding communities is gender analysis, which identifies the relations between men and women, their roles, rights and responsibilities, and the spatial dynamics based on gender. Often through gender analysis, issues of concern to women emerge. Through such an approach, institutions and policies can be more responsive to the men and women they are meant to serve.

Here are some simple ways of thinking of gender as fully integrated into development:

- Include “hook” words in such official documents as strategy statements and plans and R4s. Hook words (“gender,” “ethnicity,” “women,” and “sex-disaggregated data”) allow readers to understand that priority is being given to certain ideas and concepts even though they may not be fully explained in the document. For example, a Strategic Objective table may comment that “participatory development of management plans is done in consultation with communities, *including ethnic groups and women.*” These words can serve later as hooks for those setting up monitoring and evaluation systems to allow for further explication and the inclusion of gender.
- Indicators should explicitly mention gender.
- For help with building indicators for “gender,” “empowerment,” and “participation,” begin with (1) Thomas-Slayter, Barbara, et al. (1996) “Gender, Equity, and Effective Resource Management in Africa: Building Indicators.” ECOGEN: Clark University, Worcester, Massachusetts and (2) “The Guide to Gender-Sensitive Indicators.” (1995) The Canadian International Development Agency: Toronto, Canada. For participatory tools and techniques for working with participatory monitoring and evaluation consult Thomas-Slayter, Barbara, et al. “A Manual for Socio-Economic and Gender Analysis.” Clark University.

## REVIEW OF STRATEGIC PLAN AND R4S FOR GENDER INTEGRATION

by Patricia Martin  
WIDTECH consultant

Key questions should be asked during the strategic planning and performance review processes in order to assess whether and to what degree gender might affect results and whether adequate means are included to address gender issues and assess performance in terms of gender. Attention to gender does not mean adding an extra data collection burden; it means focusing on the data really needed to illuminate impact—not **more** but **better** information.

1. Is attention to gender included wherever it is relevant to achieving the intended results?

- ? **Who** needs to be reached for the desired action to occur? What specific groups of men/women (or boys/girls)?
  - ? **Why?** What difference would it make if these men/women participate or not? What are the implications for achieving the desired results?
  - ? **How** can targeted groups of men/women be reached? Different means may be necessary for different groups; different constraints may exist because of gender roles, activity patterns, and differential access to resources. Does the program address these issues adequately?
2. How will we know if we have reached the right groups and the desired actions are occurring?
    - ? Will the indicators used tell us whether the most important results are achieved?
    - ? Are the indicators disaggregated by sex and any other relevant variables that are important to achieving the results?
    - ? Are targets by sex reasonable and adequate to achieve the desired results?
    - ? Are targets being met to the same extent for both sexes?
  3. Are the narrative and the indicators for the strategy or R4 congruent?
    - ? If there are differences by sex in meeting indicator targets, or other indicator data show that participation or benefit by men/women is different than expected, are these differences analyzed and explained in the narrative? Are the implications for achieving the desired results examined?
    - ? Are gender-related issues or objectives mentioned in the narrative (particularly in the Strategic Plan)—such as greater participation by women in decision making—tracked through appropriate indicators? Do descriptions of program activities make clear how gender issues are addressed?
  4. Is gender-disaggregated information used to improve performance and increase impact?
    - ? Does the R4 narrative analyzing performance take gender into account? Does it describe how progress in reducing or removing gender barriers contributes to achievement of the overall objective? Does it note how program activities contribute to greater gender equity or improved status of women? Does it note any program modifications made or needed to improve results in terms of reducing gender barriers to access and participation?



**ANNEX A**  
**SCOPE OF WORK**



## **SCOPE OF WORK**

### **USAID/Morocco Gender Action Plan Scope of Work**

#### **Introduction**

Morocco is currently experiencing increasing democracy and facing critical decisions for its economic and social development. USAID/Morocco has a new country strategy plan that has been approved by Washington and it includes two Crosscutting Themes (CCT) one of which is gender (the other is public/private partnerships). A CCT-Team is responsible for assisting SO/SpO Teams to implement these aspects of the strategy, and where appropriate, to design, plan, and implement activities to increase synergy and impact across all SO/SpOs. The following scope of work is for an October visit from G/WID and WIDTECH to: i) develop a plan of action for strengthening and incorporating gender into USAID/Morocco's current activities; and ii) provide assistance in developing a simplified Results Package for USAID/Morocco for the CCT of gender.

#### **Background**

Women's participation in public life and the economy in Morocco have evolved positively since the country's independence. However, traditional women's roles, their legal status, their access to resources, and their participation in the political arena remain limited. Under Moroccan constitutional law, there is no distinction between male and female citizens. Women can vote, have full legal rights over their property, can own businesses, and can engage in private enterprise. However, these rights are often contradicted by the Code of Personal Status (Moudawana) which regulates the status of women in the family and is based on religious doctrine.

In urban areas, women have access to wage-earning jobs in a multitude of businesses and professions, although they continue to occupy the lowest grades of the private and public sectors. In the private sector, women work in traditional economic activities such as textiles and domestic and personal services. Rural Moroccan women are the most disadvantaged segment of the country's population and are subject to greater socio-cultural constraints than urban women. Even though they are major contributors to agricultural production and livestock raising as well as working in the home, 55% of rural Moroccan women, age 15-49, work for no monetary compensation and their traditional work is devalued since it is non-cash and non-market.

- ? One of the greatest challenges facing women is their lack of access to education. The overall illiteracy rate is 55% with the female illiteracy rate at 67%. The picture is even gloomier for rural women whose illiteracy rate is 89%.

- ? Health indicators tell a sad story as well, despite great strides over the past twenty years. The maternal mortality rate remains quite high with 228 deaths per 100,000 births. Mortality of children under-five is also high with 46 deaths per 1000 births.
- ? Increased access to services and resources, and the empowerment of women to participate and implement their own decisions has become a critical issue facing the country.

Although the status of women in Morocco has improved considerably in the last few decades, much work still needs to be done. Rural women, in particular, lack adequate access to health, education, small credit, and legal services. Certainly, with the confusion posed by the existence of both the Moudawana laws and the constitutional laws applicable to women, women's control over their own property and income remains questionable. Some of the leading activists/ lobbyists for improving women's status in Morocco have, with assistance from the World Bank, developed a National Action Plan for women. This Action Plan specifies priority actions in 4 areas: a) empowering women in the judicial, political, economic, and social arenas; b) promoting the participation of women in formal and non-formal education including literacy programs; c) improving programs in women's reproductive health; and d) involving women in economic development. Although the current government recognizes the importance of improving conditions for women, they have yet to adopt the Action Plan.

## **OBJECTIVES**

This SOW defines the parameters of the October visit of a team of three WIDTECH technical advisors on gender. Their task is to support the Mission in developing a feasible and pertinent gender simplified Results Package based on the Mission's new Country Strategy (FY1999-FY2000).

Actions in each of the Mission's priority sectors directly impact women's lives. As stated in the new strategy "USAID/Morocco will target opportunities to increase the participation of women in decision-making processes and to increase their access to resources for their development". This visit will help the CCT-Team elucidate activities already underway in each of the Mission's priority sectors to meet the Strategic Target outlined in the CSP: "Increased number of women and girls participating in development activities":

- ? Economic Growth: Access to capital is a key constraint to women's participation in the marketplace. Consequently, at least 50% of working capital loans will be accorded to women to help them expand their businesses and increase revenue with the objective of empowering women through increased control over decision-making.
- ? Water/environment management: Access to clean water and sanitation directly affects the well being of girls and women. Time spent bringing water to the household and caring for sick children is lost to more productive activities and girls often stay out of school because of such duties. Girls' enrollment and attendance in school is negatively

impacted by poor sanitary conditions. Further, planning and decision-making structures in the water sector typically lack input from women who are primary users and beneficiaries.

- ? Pop/health: the essence of USAID’s work in the health sector is to assure access to quality reproductive health information and services – efforts that are critical to women’s empowerment and well being. At the community level, health managed activities will also strengthen social infrastructure, with women as leaders in adopting key health behaviors.
- ? Basic Education: Rural girls are the most marginalized segment of Morocco’s population. Capturing them within the system ensures that they benefit equitably from services and can develop the necessary skills for future access to resources. The reason d’être for USAID/Morocco’s activities in girls’ education is to increase the participation of rural girls in basic education by alleviating constraints and obstacles at the school, household and community levels and ensuring that girls’ education continues to be in the forefront of Morocco’s dialogue on education.

### **Description of Work**

- ? Review Mission documents, particularly those pertaining to the Crosscutting Theme (CCT) of gender in the new Country Strategy Plan.
- ? Review Action Plans developed by the “Network for the Support and Implementation of the Plan of Action for Integrating Women into Development” to understand the objectives of WID activists and NGOs working in the area of women’s rights and empowerment.
- ? Identify activities in each SO/SpO which impact the status of women and work with each SO/SpO team to develop indicators related to gender within the Performance Monitoring Plan of each SO/SpO.
- ? Work with the CCT-Team to develop parameters and direction for a Results Package for gender, to be accomplished principally through activities included in the different SOs or SpOs.
- ? Identify options for additional activities and potential mechanisms should funding be available.
- ? Assistance in developing a draft simplified Results Package for gender as a CCT, with a Performance Monitoring Plan that highlights the different SO/SpO contributions.
- ? Work with the SO/SpOs and the CCT-Team to develop a plan of action for integrating gender into USAID/Morocco’s multisectoral activities in the Sous-Massa-Draa, as part of the Results Package.

- ? Identify Mission wide needs for training and skills development for integrating gender into the program design, management, and reporting for each sector and across sectors.

### **DELIVERABLES**

- ? Assistance to Mission in developing a draft simplified Results Package.
- ? Recommendations for inclusion of gender-related activities and/or indicators within each SO/SpO in the Performance Monitoring Plan.
- ? Recommendations for WID-related activities which the Mission can undertake if additional funds are available.
- ? Recommendations for further USAID/Morocco internal training and/or other needs for strengthened incorporation of gender into the Mission's programs and activities.

### **Requirements**

- ? Technical assistance team must include at least one fluent French speaker.
- ? At least some experience among team members related to the four sectors USAID/Morocco's CSP (Economic Growth, Environment and Natural Resources, Population/Health, and Basic Education) is highly desirable.
- ? Experience/familiarity of some team members with the Middle-Eastern cultural context is desirable.

### **Timing/Duration**

- ? Team of 3 people to be in Morocco for 15 days from 10/14/99-10/29/99.
- ? Suggestions for draft simplified Results Package to be produced before departure.
- ? Debriefing with the CCT-Team before departure.
- ? Final report, including recommendations for the Results Package and PMP, to be provided to the Mission no later than one month after departure.

**LOE and Period of Performance**

WIDTECH Social Science Analyst (EG/HCD) and Team Leader	30 days
WIDTECH Social Science Analyst (PHN)	20 days
WIDTECH Social Science Analyst (ENV)	20 days

Period of Performance: October 5, 1999-November 30, 1999

**ANNEX B**  
**PERSONS CONTACTED**





## **PERSONS CONTACTED**

### **USAID/Morocco**

James Bednar, Mission Director  
John Wooten, Deputy Director/Program Officer  
Abderrahim Bouazza, Development Program Specialist

Brad Wallach, Chief, Office of Economic Growth  
Jamal Dadi, EG Project Development Specialist  
Kamal Sebti, EG Project Development Specialist

John Thomas, Chief, Office of Environment and Natural Resources  
M'Hamed Hanafi, ENR Program Specialist  
Tina Dooley-Jones, Regional Urban Officer, CCT Team Leader  
Tahar Berrada, Urban Advisor

Michele Moloney-Kitts, Chief, Office of Population and Health Officer  
Susan Wright, TAACS, Population/Health  
Helene Rippey, Fellow, Population/Health  
Angela Scarfino, Health Advisor

Monique Bidaoui-Nooren, Chief, Office of Education  
Nina Etyemezian, Education Advisor, Gender Coordinator

### **Partners Implementing USAID-supported Activities (including field visits)**

Fouad Abdelmoumni, Director, Association Al Amana, Rabat  
Paul Rippey, VITA Microenterprise Finance Advisor to Al Amana  
Leila Sid Otmame, Administrative and Financial Director, Association Al Amana  
Es Samane Abdelghani, Esbaa Azzouz, Berrada Amina: Association Al Amana field agents in Fes Medina office

Abdelkhalek Bouhaddou, Regional Director for Kenitra, Agence Nationale de Lutte contre l'Habitat Insalubre (ANHI)

Dr. Ahmed Bendali, Regional Delegate for Fes, Ministry of Public Health  
Mr. Jelal, Prefecture Fes Medina  
Directors and staff of El Ghansali and El-Khatib Hospitals and Sidi Boujida Maison d'Accouchement (maternity center), Fes

Mme. Fatima Khomssi, President, Fes Regional Committee, Association Marocaine de Planification Familiale (AMPF)  
Abdallah Ngadi, Regional Coordinator for Fes, AMPF; staff members, youth peer educators, members of women's group, AMPF Fes

John Ryan, COP, Moroccan Education for Girls  
Louise Fillion, Advisor, Moroccan Education for Girls  
Najat Yamouri Saher, GEA Project Coordinator, MSI  
Eileen Muirragui, GEA, MSI/Washington  
\_\_\_\_\_, Regional Delegate for Sidi Kacem, Ministry of Education (did not get name)

Mario Kerby, CoP, Water Resources Sustainability Project  
Redouane Choukr-Allah, Technical Coordinator, Water Resources Sustainability Project  
Dr. Fasla, Regional Director, Ministry of Health, Agadir  
Dr. Guezzar, Director of Regional Epidemiology Center, Agadir  
M'Hamad Aliman, Director, Al Amal Water User Association, Drarga  
Dr. Theo Lippeveld, CoP, MCH/FP Project Phase V  
Laurens van der Tak, Vice President and Water Resources Engineer, CH2M Hill  
Lahoussine Akrajai, Director, Direction de la Region Hydraulique du Souss Massa et Draa  
Rahim Zergdi, President of Drarga Commune  
Salah Achad, Director, WUA in Souss Massa perimeter  
Mohamed Redouani, Director, El Boura Royal farm

### **Representatives of Other Organizations**

Rabea Naciri, Professor of Geography, University of Mohammed V; Vice President, Association of Democratic Women of Morocco, drafter of the National Gender Plan of Action  
Anne Balenghien, Economist and President of AMAPPE, drafter of the National Gender Plan of Action

Polly Dunford, Near East Foundation  
Peggy L. Hicks, International Human Rights Law Group  
Sameena A. Nazir, International Human Rights Law Group

Zineb Touimi-Benjelloun, Regional Advisor, UNIFEM  
Naima Ghemires, Representative-Assistant, UNFPA  
Rajae Msefer Berrada, Chargee de Programmes, UNICEF  
Linda Likar, Principal Economist, World Bank  
Jane Robinson, Project Officer, EU Delegation  
Zazie Schafer, Gender Specialist, UNDP  
John Shackleton, Assistant Director, The British Council

**ANNEX C**  
**DOCUMENTS REVIEWED**



## DOCUMENTS REVIEWED

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